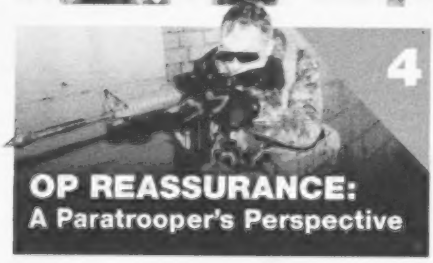
THE Maple Leaf

LA Feuille d'érable

September 2014, Volume 17, Number 8

Keeping the Defence Team Informed

Français au verso



National Defence / Défense nationale

Canada

NDWCC Champion hopes campaign boost morale

With the kick-off of this year's National Defence Workplace Charitable (NDWCC) campaign, Lieutenant-General Marquis Hainse, campaign champion chats enthusiastically about the Defence Team's role and his goals for the NDWCC.

WHAT IS YOUR ROLE AS THE NATIONAL DEFENCE WORKPLACE CHARITABLE CAMPAIGN CHAMPION?

"I'm very excited to be champion," he says. "I think it is a great initiative and I'm looking forward to getting this started."

I think it's a very important campaign and I like to say it is somewhat part of our DNA, as humans, to help others in time of need. The campaign also gives us a chance to show Canadians how much our organization contributes to making a difference in the community.

I can describe my role in a few words: provide oversight, promote, and motivate people to participate in this great initiative. It is with great pride that I take on this role.

WHAT GOALS HAVE BEEN ESTABLISHED FOR THIS YEAR'S CAMPAIGN?

We are trying to achieve 100 percent participation by all members of the DT this year. Is it achievable? Yes. I believe we have done very well in the past, we may not have always reached 100 percent participation – we have certainly achieved 90 percent. I think the nonparticipation is largely due to people being absent from their workplace during this period of time.

Secondly, we intend to promote maximum participation, not only through pledges, but through events, that allow people to see the impact they can have on helping the community and its members.

Another goal is to increase youth participation in the campaign. We need to get them involved a bit more because they are the ones who will spearhead future campaigns. We need to assess what type of initiatives will bring this group on board.

And finally, we hope to reach our financial goal. In the past, we have surpassed our annual goals, which is great. However at the end of the day it's not a competition. I'm certainly confident we will get there, and maintain the same level of participation from a financial perspective that we have done in the past.

And how can I forget ... one of my goals is to have fun and help boost morale within the DT.

ARE THERE ANY SPECIAL CHARITIES WHICH INFLUENCED YOUR DECISION TO BE THIS YEAR'S CHAMPION?

The charities that are linked to helping families of Canadian Armed Forces members or fallen comrades are certainly dear to my heart. What is important is for people to try and relate to a charity when they are deciding where their gifts should go. This mindset helps us to create long-lasting personal ties with the charitable causes that we support.

WHAT IS THE MAIN CAMPAIGN MESSAGE YOU WANT TO GET OUT TO THE DEFENCE TEAM?

Of course we must be in line with the Government of Canada Workplace Charitable Campaign. Everyone is familiar with the theme 'Be a star in someone's life' and we still need to carry on that theme. But that does not prevent us from creating our own the DT theme that resonates more for us. This is why we decided on the theme 'Compassion through participation'. Ultimately, we hope that people will be out there volunteering, participating through pledges and taking part in activities.

For more NDWCC information visit **http://ndwcc-ccmtdn.mil.ca/.** ◆

GCWCC
CCMTGC

MAKING DONATIONS TO SUPPORT THE TROOPS

The **Support Our Troops Fund** has become an invaluable component of a broad morale and welfare suite of support provided to military members and their families. At its core are four charitable funds:

1. The **Soldier On Fund** provides opportunities for ill and injured CAF members and veterans to adopt an active and healthy lifestyle though participation in recreational, sporting and other physically challenging activities.
2. The **Military Families Fund** provides grants and loans to military members and their families when they are faced with unique, unexpected and unforeseen situations.
3. The **Hospital Comforts Fund** ensures members of the CAF who are hospitalized for more than 48 hours, as a result of illness or injury, can access the basic comforts of home such as commissary goods.
4. **Operation Santa Claus** supplies Christmas care packages to CAF personnel who are deployed overseas and away from their loved ones during the holiday season.

The Support Our Troops Fund is the most direct way in which Canadians can make a contribution to the CAF military community. Donations over $10 shall receive a Support Our Troops tax receipt issued in accordance with sec 110.1 and 118.1 of the *Income Tax Act*.

SUPPORT OUR TROOPS

A national network of Operational Stress Injury (OSI) Clinics provide specialized assessment and outpatient treatment for CAF Regular and Reserves, military veterans and serving and retired RCMP. The clinics located across the country include:

- Alberta Health Services Edmonton OSI Clinic Northgate Centre (Edmonton, Alta.)
- BC OSI Clinic (Vancouver, B.C.)
- Centre hospitalier universitaire de Québec (CHUQ) OSI Clinic (Québec)
- Carewest OSI Clinic Carewest Centre (Calgary, Alta.)
- Deer Lodge OSI Clinic Deer Lodge Centre (Winnipeg, Man.)
- Fredericton OSI Clinic - (Fredericton, N.B.)
- Ottawa OSI Clinic - The Royal Ottawa Hospital (Ottawa, Ont.)
- Parkwood OSI Clinic - Parkwood Hospital (London, Ont.)
- Residential Treatment Clinic for OSI - Ste-Anne's Hospital (Sainte-Anne-de-Bellevue, Que.)
- Ste. Anne OSI Clinic Ste-Anne's Hospital (Sainte-Anne-de-Bellevue, Que.)

By supporting OSI Clinics, donors help the CAF military community and Canadians impacted by mental health issues.

To find the nearest OSI Clinic to you, visit the OSI Connect mobile app here: **http://datacloud.me/OSIConnect/en/index.php**.

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: ✦Internal Communications internes@ADM(PA)@Ottawa-Hull
internal communications internes@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

Submissions from all members of the CAF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Armed Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).

ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:

Troops from 3PPCLI and US Marines, exit a US Marines CH-53 Super Stallion helicopter at Kahuku Training Area, Hawaii during RIMPAC.

PHOTO: Sgt Matthew McGregor

Chief of the Defence Staff position CELEBRATES 50 YEARS

The number on the back of Chief of the Defence Staff's hockey jersey has special meaning with a lot of military history. General Tom Lawson is the 18th general to hold the position of CDS.

PHOTO: Cpl Pierre Habib

Gen Tom Lawson, CDS during a General Officer/Flag Officer and Foreign Defence Attachés hockey game fundraiser in June. Gen Lawson wears number 18 on his jersey, as he is the 18th CDS.

CDS RESPONSIBILITIES

The CDS is the senior serving military advisor to the government, and is normally the only full admiral or general in the CAF. As spelled out in the *National Defence Act*, the CDS has direct responsibility for the command, control and administration of the CAF, and is appointed by the Governor-in-Council, on the advice of the Prime Minister.

"For most of us, its hard to imagine what the Forces were like before we had a CDS, back when the heads of the Navy, Army and Air Force each vied for the time of the Minister of National Defence; and when the Government didn't have a senior advisor for military issues," said Gen Lawson.

THE POSITION CHANGE

In 1964, the three service commanders' positions, along with the committee chairman position, were abolished. This led to the creation of the CDS position, based on the white paper initiated the then Defence Minister and our 14th Prime Minister Lester B. Pearson. This stated that the CDS was to head all of the CAF, backed by a Defence headquarters which would be integrate and restructured to reflect six functional commands (non-geographic commands beyond any particular service or traditional arm).

Was it the right decision to go to a single command position? "Yes, for a country of our size, I think it was absolutely the right decision," said Gen (Ret) Ramsey Withers, who was CDS from 1980- 1983, and is the oldest living past CDS.

Gen (Ret) John de Chastelain, who in 1964 was aide to the Chief of the General Staff of the Army, Gen Walsh, agrees. "The chairman of the Chief of Staff Committee, was a senior position but it had no executive authority. The heads of the Army, Navy and the Air Force ran their forces and essentially had their own budgets."

This would be a significant change for the CAF as the new CDS set out to combine efforts so there would be a single structure. "This changed with the first CDS and rightly so," said Gen de Chastelain. "There was triplication of efforts in terms of logistics and administration, etc. So this made sense."

EACH HAD THERE OWN CHALLENGES

When you look at the many challenges the military has faced over the years, many remain the same, such as military procurement and managing our force levels. In this regard, Gen Withers — CDS number six — faced many of the same issues facing the present CDS.

"Things seem to have come full circle," said Gen Withers. "Our two biggest challenges then, were new fighter aircraft and new ships, sound familiar," he said with a chuckle. "It was on my watch that we got the money for Halifax class ships and the CF-18's to replace the 101 and 104."

There seemed to be double the challenges for Gen de Chastelain, who served two terms as CDS, seeing both the end of the Cold War and the beginning of other conflicts which would shape future Canadian engagements, and public perceptions of the military. "It was the end of the cold war, and I had to make the decision to pull our troops out of Europe and close bases," he said. "Then there was Oka and the Gulf war... as well as the beginning of Bosnian wars."

Gen Henault, who was made CDS in June 2001, would face a huge challenge after only three months on the job — dealing with the aftermath of September 11 attacks. "I had to set things in motion, which was a defining moment for me."

IN AGREEMENT

As the CDS position celebrates the 50th anniversary milestone, the generals are all in agreement it was and is a great and interesting part of their careers. And that every day was and is about new challenges. "You play with the cards you are dealt ...No one can predict what will happen next, so you need to expect the unexpected," said Gen Henault.

"We still share the same experiences," said Gen Lawson. "I think there has been a maturing of the tripartite relationship with the Minister of National Defence, the CDS and the Deputy Minister," he said. "These are often three strong individuals and together form a powerful relationship for supporting the best outcomes for the DND and the CAF."

"While my goals will be the same good standards for CAF... each CDS and DM are dealt a certain set of cards, mine are post-Afghanistan in a period where there is all kinds of instability in Eastern Europe, the Middle-East and Northern Africa. Are my issues different from previous CDS'? Yes, however the outcomes we search for are very much the same." ◆

PHOTO: MCpl Matthew Jenuski

Gen (Ret) Walt Natynczyk, (left) Gen (Ret) Rick Hillier, Gen (Ret) Ray Henault, Gen Tom Lawson, Gen (Ret) Maurice Baril, VAdm (Ret) Larry Murray, Adm (Ret) John Anderson and Gen (Ret) Paul Manson at NDHQ in 2013.

GCCONNEX INSTANT MESSAGING **NOW AVAILABLE** AT DEFENCE

Looking for a faster way than email to connect with colleagues?

Instant messaging is available to everyone at Defence through GCconnex.

This easy-to-use feature allows you to quickly exchange messages online with colleagues and create private or public chat rooms for group discussions. It's real-time communication—and faster than email. Instant messaging also allows you to share documents and other attachments outside of email. This reduces email traffic and can help you stay within your email storage limit.

With instant messaging, you can easily set up virtual meetings using chat rooms and can engage in several conversations at the same time. In terms of security, you have the option of protecting conversations with passwords. Instant messaging and all other GCconnex features are subject to the same information security rules that apply to email. This means GCconnex cannot be used to share information that is Protected B, Protected C or Classified.

Defence has a group on this platform call Defence Connex where members can discuss issues, share ideas, and improve dialogue across the Defence Team.

To learn more, about Defence Connex or for instructions on how to use instant messaging and chatrooms visit dt-ed.mil.ca.

PHOTO: Sgt Ben LeBlanc

Op REASSURANCE: A Paratrooper's Perspective

Cpl Colton Leadbetter from 3 PPCLI clears the corner of a room during close quarter battle training at the Oleszno training area in Poland.

Corporal Colton Leadbetter was deployed to Poland on Op REASSURANCE to conduct airborne and infantry exercises alongside Canadian allies as part of NATO reassurance measures.

While on course in Wainwright, Alberta, I would frequently monitor the news. With less than a month to go on the course, I read in the news that a platoon of my fellow paratroopers in 3rd Battalion, Princess Patricia's Canadian Light Infantry (PPCLI), "B" Company, were summoned to Poland as a vanguard to conduct interoperable Airborne manoeuvres with our allies. At the time, I had no idea that on graduation day, over three weeks later, I would receive the call from the Battalion that I would be joining them.

Given my unique situation, I had merely hours to pack and make sure everything was taken care of at home, where my supportive wife understood that this sort of thing was part of living the military life. Before I left, I asked her "you sure you're going to be okay by yourself?"

She replied "I'll be fine, don't worry," she replied. Was exactly the kind of answer a soldier needs to hear before they leave, although at times I believe she was stretching the truth a bit.

THE CHANCE OF A LIFETIME

Experiencing and participating in airborne operations in Poland was the chance of a lifetime for many members of the Company. The drop zones in Poland were new and unfamiliar to us and added an element of excitement. Fortunately, many members of 3 PPCLI managed to walk off the drop zone or range with American, Polish, and Latvian Paratrooper Wings, as well as American Expert Sharpshooter certificates, and experience shooting Polish Army weapons.

One exercise that stood out for me during the operation was Exercise PEGASUS KORSARZ, where the Company focused on fine tuning their already fast and aggressive close quarter battle drills. Each platoon conducted a classic light infantry style raid on a compound consisting of tactical entry methods and room clearing. I felt that through the training we built unit cohesion on top of developing more effective and modern methods of closing in on and destroying the enemy. We worked together as an airborne family, looking out for one another, communicating, and ensuring the man next to you knew each anticipated action throughout the fight.

CHALLENGES AND OPPORTUNITIES

One challenge during the operation which I found difficult was communications with family. Although the chain of command did try to make this place a home away from home, the reality was that we were living in isolated older barracks with non-potable water more than 10 km away from the mess hall. Thus being away from our loved ones with only a hand full of satellite phones, many found it hard to maintain regular contact with family.

Outside of training, I will also remember the opportunity we had to visit the former Nazi Concentration Camps of Auschwitz and Birkenau. They served as a cruel reminder that Poland suffered greatly during the Second World War by Nazi Germany just years after its invasion by Nazi and Soviet forces. I believe it was our intent to assure the people of Poland that Canada and NATO stand behind her with unwavering support.

In terms of telling the public what we achieved here, I would be confident to say that although countries remain divided by borders, NATO and its allies continue to stand together when faced with possible threats to our national sovereignty and interests abroad. I thank my fellow airborne brothers for offering me this opportunity and the Polish armed forces and the Polish people. This was certainly an experience that shall remain etched into my memory. ◆

CANADA PROVIDES SUPPORT FOR THE UKRAINE

PHOTO: Cpl Rob Stanley

Military material boxes containing non-kinetic military equipment for Ukraine are being prepared by the military personnel of 8 Wing, Trenton.

Following a request for assistance from Ukraine, the Government of Canada elected to donate non-lethal military material to the country. The Royal Canadian Air Force (RCAF) will conduct a series of flights to transport these materials to Ukraine.

On August 7, Canada conducted the first RCAF CC-130J Hercules flight of military supplies. The equipment sent to the Ukraine included sleeping bags, helmets, and ballistic eyewear, as well as medical supplies.

The CC-130J Hercules airlifters are based out of 8 Wing Trenton. The airlifters are used for a wide-range of missions, including troop transport, tactical airlift (both palletized and vehicular cargo), search and rescue, air-to-air refuelling and aircrew training.

The flights will be conducted on a non-interference basis with ongoing Canadian Armed Force (CAF) operations, and the number of flights will be determined by the amount of material to be transported.

Since the onset of the crisis in Ukraine, Canada has stood proudly alongside its NATO allies, and taken important steps to support security and stability in Central and Eastern Europe.

The CAF have deployed a number of personnel in Central and Eastern Europe as part of Operation REASSURANCE. The operation includes:

- an Air Task Force, consisting of six CF-188 Hornet fighter aircraft along with a supporting crew;
- HMCS *Toronto*, currently on patrol in the Mediterranean Sea;
- Canadian Army soldiers that are conducting multinational training exercises; and
- 20 planning staff to Supreme Headquarters Allied Powers Europe to assist in operational planning functions and monitoring.

The support provided to Ukraine demonstrates not only Canada's commitment to stand with its allies and make positive contributions to international security, but also the high degree of flexibility and readiness of the CAF.

MEDICAL CARE FOR DEPLOYED PERSONNEL IN ROMANIA

A Canadian Forces Health Services (CFHS) medical team, composed of two medical technicians from 1 Field Ambulance in Edmonton, Alta., and a medical officer/flight surgeon from 1 Canadian Air Division in Winnipeg, Man., is currently deployed in Campia Turzii, Romania, in support of the Canadian Air Task Force (ATF) Romania.

The ATF Romania is the air component of Operation REASSURANCE, Canada's contribution to NATO Reassurance Measures to promote security and stability in Central and Eastern Europe.

"Supporting ATF Romania means that the CFHS medical team enables six CF-18 Hornet crews, and approximately 200 personnel, in technical, operational and supporting roles, to conduct the mission in a healthier and health conscious environment," said Lieutenant-Colonel Jay Nelles, Deputy Commander and Chief of Staff of the ATF Romania.

The team has developed and now maintains a strong relationship with the host nation medical staff, which means, when required, medical assistance beyond the immediate capability of the ATF medical facility are much more accessible and reliable. While it is hoped that this is not required, it is reassuring that it is available for collaborative care.

"As part of the integration and interoperability process, joint emergency preparedness plans have been exercised to ensure that in case of a critical incident, service members from both countries will receive top quality timely care regardless of time of day," said LCol Nelles.

PREVENTATIVE MEDICINE

The team emphasized that preventative medicine has been one of the cornerstones that the CFHS medical team uses to keep the members of the ATF Romania healthy. Maintaining a discipline of cleanliness in the workplace and protection from known indigenous hazards has so far shown to be an effective strategy to prevent injury and illness. Simple initiatives, such as a hand-washing campaign, help prevent the spread of germs and viruses amongst the ATF and the host nation members.

The team has also provided health awareness briefings on a variety of topics and distributed Diethyl-meta-toluamide lotion to further reduce the risk of arthropod-borne illness. Preventative health measures have included organizing the treatment of combat uniforms with Permethrin to reduce the risk of tick-borne diseases such as Lyme disease and Encephalitis.

The CFHS medical team in Romania is supported by CAF members from: from 3 Wing Bagotville, 17 Wing Winnipeg, 8 Wing Trenton, 14 Wing Greenwood, 4 Wing Cold Lake and 22 Wing North Bay. ◆

The CFHS medical team, supporting the ATF Romania, with the Romanian Air Force medical staff during Op REASSURANCE.

EMPHASIS ON SAFETY A SUCCESS AT CAMP LOON

PHOTO: Sgt Peter Moon

A Junior Ranger negotiates a steep incline under the watchful eye of an Army instructor.

Camp Loon 2014 was "a very successful camp this year," said Captain Caryl Fletcher, the Army officer commanding the Junior Canadian Rangers in the Far North of Ontario for 3rd Canadian Ranger Patrol Group. The annual camp, held in the bush north of Geraldton, provided eight days of advanced training for 160 Junior Rangers from 20 First Nations, with an emphasis on land and water safety as well as in personal lifestyles.

"We definitely succeeded in getting the message about safety across," said Capt Fletcher. "We drove it home at all the training sites. You watched them and you could see they listened. They put on their helmet and gloves at the ATV site without being told to ... a large percentage of the Junior Rangers at the camp took back home what we taught them about safety and they will pass it on to others."

The Junior Canadian Rangers program is for boys and girls aged 12 to 18 in remote communities across the North. In Ontario, there are 750 Junior Rangers in the program.

LEARNING FROM SAFETY TRAINING

Camp Loon provided a range of training activities that are not normally available to Junior Rangers in their home communities. This included specialized instruction in shooting (both rifle and paintball), boating (power boats and canoes), driving all-terrain vehicles, learning how to swim-to-survive, mountain biking, archery, lacrosse, and traditional arts and crafts.

Junior Ranger Roberta Wood, of Sandy Lake, enjoyed the challenge of a confidence building zip line that was launched from a 10-metre high platform across 130 metres over a river. "I was scared at first," she said, "but I managed to do it. After that I did it almost 20 times. It was pretty fun."

"The Army has helped to improve safety in the North, for sure," said Sergeant Chris Kataquapit, a Canadian Ranger from Attawapiskat. "The skills and knowledge gained at Camp Loon are taken back to their communities by the Junior Rangers and more people benefit, even adults. Most of these kids know how to hunt, but they don't know safety around guns. The firearms safety training they get here is very useful. They will pass that on to others."

SWIM-TO-SURVIVE

Northern Ontario has the highest number of Aboriginal drowning deaths in Canada, partly due to a larger Aboriginal population, but also because the short summer and cold waters keep people from learning to swim. The camp provided Junior Rangers with a Canadian Lifesaving Society course called Swim-to-Survive, which provides basic swimming instruction. As a result most participants went home able to swim.

Every training day, a team of Junior Rangers worked in MacLeod Provincial Park, near Geraldton, clearing and creating new trails, and painting park equipment. "That was giving back a little bit for what the community gave us," said Capt Fletcher. "It also allowed the teams a day off the camp, doing something else, and an opportunity to visit the interpretative centre, and stop at a store in Geraldton. They enjoyed it." ♣

Organizations and institutions adopt military style training techniques

Increasingly, private sector organizations and public institutions are incorporating military-style tactics into their workforce to develop strong teamwork and leadership qualities, along with problem solving abilities. Western University and a National Hockey League (NHL) team are two organizations that have recently adopted a military training approach.

The Edmonton Oilers recently solicited Staff Sergeant Lucas Carr, Canadian Army personnel and a US Army Ranger, to plan an overnight expedition for prospective players attending the club's orientation camp. By including military exercises into the itinerary, such as foot patrols, setting up a base camp, and finding food and water, the intent was to take the players out of their comfort zone and to test their fortitude.

"It's about working as a team under duress," said Carr, speaking to the military approach used for the Edmonton Oilers orientation camp. "You need skill and intestinal fortitude to play in the NHL."

Using a similar teaching method, Western University's Ivey Business School, in partnership with the Canadian Armed Forces (CAF), is now offering Leadership Under Fire: Developing Character; a course geared towards business students and entrepreneurs that combines business education with elements of the Basic Officer Training Course. This unique program was developed by two former Canadian Army members and it aims to challenge students both physically and mentally through a series of drills and tasks.

CAF has a longstanding reputation for training well-disciplined, highly effective, and well-led troops. This may attribute to the reason why increasingly more private and public organizations are applying a military training approach to their programs. This recurring trend demonstrates the high level of trust and confidence in the CAF amongst institutions in Canada. ♣

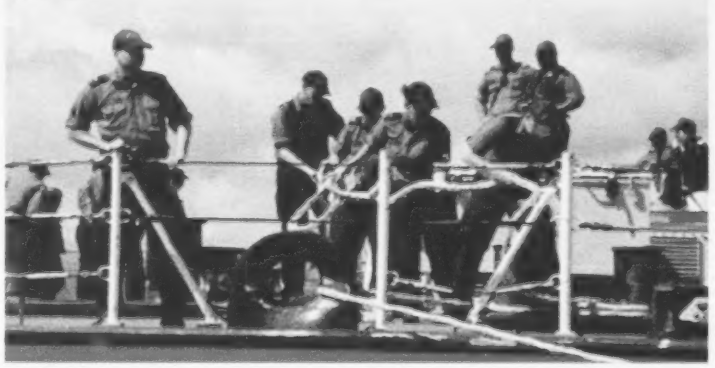


PHOTO: Sgt Matthieu McGregor

The ship's company secures lines aboard HMCS *Calgary* (FFH 335) as the ship departed Pearl Harbor for a missile exercise during Rim of the Pacific Exercise 2014.

August Announcements

With the last hints of summer still in the air here are a few of the latest Defence Team announcements.

August 4

Canadian Army Restored Officer Rank Insignia

Soldiers of the Canadian Army debuted the reinstated officer rank insignia at the Canadian War Museum marking the 100th anniversary of Canada's entry into the First World War and the start of the World Wars commemorations period.

August 5

RCN Commemorates 100 Years of Service in Submarines

It's been 100 years since Canada acquired its first submarines highlighting the pinnacle of commemorations by the Royal Canadian Navy to honour and celebrate the dedicated service and contributions of thousands of Canadian submariners to our nation's defence and security.

August 9

Canada provided military equipment to Ukraine

Aircraft filled with military equipment for Ukraine left Canada as part of the ongoing support against the Russian aggression. One RCAF CC-177 Globemaster III strategic airlifter departed from 8 Wing Trenton.

August 12

New project in Edmonton completed

Defence Minister Rob Nicholson, announced the completion of the new $74 million, 3rd Canadian Division (3 CDSB) Headquarters building in Edmonton.

The facility will serve as a combined headquarters for 3 CDSB, Joint Task Force West, and 3rd Canadian Division Support Group.

August 15

HMCS *Regina* started voyage for home

HMCS *Regina* departed the Indian Ocean and began her return voyage to Canadian Fleet Pacific in Esquimalt, B.C., after successfully completing an eight-month deployment in support of Operations ARTEMIS and REASSURANCE. HMCS *Regina* was replaced by HMCS *Toronto*, which arrived to join Standing NATO Maritime Forces in the Mediterranean Sea on August 5.

August 20

Exercise in the North showcases CAF

Operation NANOOK 14, the annual CAF operation held in Canada's North, took place in Nunavut from August 20-29. CAF personnel worked in close partnership with other federal, provincial, territorial, and municipal governments and agencies as well as aboriginal communities and the militaries of other Arctic nations.

August 22

Canadian Air Task Force completed mission in Romania

The RCAF completed their Air Task Force's training mission in Romania and were honoured with a parade and flag-lowering ceremony at the Romanian Air Force 71st Air Base in Campia Turzii.

The RCAF CF-18 aircraft will now relocate to Lithuania to augment the NATO Baltic Air Policing mission from September to December 2014 as Canada remains committed to supporting Ukraine promoting security and stability in Central and Eastern Europe.

August 23

Ceremonial Guard to Perform Final Parade

The Ceremonial Guard of the Canadian Armed Forces performed their final Changing of the Guard ceremony at Parliament Hill August 23 with one of the Guard's largest parades of the 2014 season, with the participation of approximately 350 soldiers and musicians.

TRAINING IN THE NORTH

Op NANOOK is the largest sovereignty operation in Canada's North. This year, it takes place in the Baffin Island region of Nunavut. It involves more than 800 participants, including personnel from all branches of the CAF as well as federal and territorial governments, a ship from the Royal Danish Navy, and a surveillance aircraft from the United States Navy.

PHOTO: MCpl Johanie Mainville

A CH-146 Griffon pilot has a conversation with two members of 1 Canadian Ranger Patrol Group, as passengers from the Royal Canadian Navy disembark the helicopter upon landing at a camp established in York Sound on Baffin Island, Nunavut, during Op NANOOK 2014.

PHOTO: MCpl Johanie Mainville

Maj Darren Persaud, a military chaplain with Joint Task Force (North), gives communion to Canadian Rangers deployed to a camp established in York Sound on Baffin Island, Nunavut, on Sunday, August 24.

PHOTO: MCpl Johanie Mainville

Pte Dave Pearson, a meteorological technician, uses a Kestrel weather meter to calculate the wind speed at a forward operating camp established in York Sound on Baffin Island, Nunavut, during Op NANOOK 2014. Pte Pearson is deployed to the camp to provide up-to-date weather observations to support helicopter and fixed-wing aircraft operations.

Coordinating security across the Defence Team

BGen Frances Allen, the new DGDS.

Over the past decade or so, numerous audits and reviews of the Defence Security program have been conducted by various government agencies, including Treasury Board and the Office of the Auditor General. As a result of the findings, in early 2013 the Deputy Minister and the Chief of the Defence Staff directed the Vice Chief of the Defence Staff to establish a Security Reform Team (SRT) to conduct a full review of the Defence Security program and propose ways to make it more robust and capable.

Welcoming the new DGDS

As a result of that SRT initiative, a new organization has been created to renew the Department of National Defence (DND)/Canadian Armed Forces (CAF) security framework and policy. Director General Defence Security (DGDS), led by Brigadier-General Frances Allen, a Royal Air Force Communications and Electronics Engineering officer for 31 years, was stood up officially in April 2014 and, when at full strength, will comprise approximately 160 Defence Team personnel.

"We have so many different security activities occurring in various places within the Department," said BGen Allen. "We need an organization that provides integrated coordination of security responsibilities and efforts to achieve the best strategic effect possible. DGDS is mandated with finding better, more effective and efficient ways to coordinate and control security operations within the department."

BGen Allen explained that it is important to ensure a common understanding of what security entails and how it relates to departmental activities and CAF operations as a whole. She added that there needs to be a comprehensive view of acceptable risks and measures. "The execution of security functions occurs within multiple Level-1 portfolios and one of my roles as DGDS is to provide the necessary policy guidance for those activities, as well as provide advice to the Deputy Minister and the Chief of the Defence Staff who share the overall responsibility for departmental security."

Opportunities and challenges

BGen Allen acknowledges that standing up a new organization requires a lot of hard work, especially since the new organization will need to orient itself and its personnel while simultaneously working to engage departmental employees and CAF members. "Being part of a new organization is exciting," she said, "but we have our work cut out for us in mastering the creation and training of effective security practitioners. We'll be focusing on policy and cultural change, an integrated approach to security, continuous improvement and promoting the message that security is everyone's responsibility."

Training in security awareness will be very important and a key approach to meeting the ongoing need for all personnel — military and civilian — to be able to identify and rectify security shortcomings. "The decisions and actions of each individual make important contributions to security. Some of our best observations come from employees and members outside of the security organization," she said. "Ideas and comments on how to make security better are always welcome."

You can submit your ideas and comments to DGDS at: +DGDS Communications @VCDS DGDS@ Ottawa-Hull.

EXECUTIVES MEET FUTURE CANADIAN ARMED FORCES LEADERS

PHOTO: Captain Ryan Barber

Lt Col Pierre Viens (left), Chief of Staff, CFC, Toronto, Ontario, gives a briefing on the JCSP to members of the CFLC ExecuTrek

Business executives and educators from across Canada visited the Canadian Forces College (CFC) in Toronto, Ont. on July 11 as part of the Canadian Forces Liaison Council's (CFLC's) ExecuTrek Program.

The CFLC is a national organization of senior executives within the private and public sectors who volunteer their time to encourage employer and educator support for Canada's Reserve Force.

The "ExecuTrek" consisted of a tour of the college, meeting with students and staff, and observing training courses apply their experience and knowledge of the operational planning process to theoretical. The CFC prepares selected senior Canadian Armed Forces officers, international military, and public service and private sector leaders, for joint command and staff appointments or future strategic responsibiliti s within a complex global security environment.

During the daylong event, guests met with staff and students of the Joint Command Staff Program (JCSP). The aim of the JCSP is to prepare selected Regular and Reserve Force senior officers from across the CAF for command and staff across the spectrum of operations in national and international settings.

"This is a fantastic opportunity for employers to see our officers, the type of activities they do, the leadership skills, the ability to work under difficult conditions, it really emphasizes the skills they can bring back to their civilian employers" said Lieutenant-Colonel Stephen Pare, CFLC liaison officer for Ontario. "The skills learned and refined here on the JCSP are targeted for those individuals tapped for command and leadership positions, and are comparable those that could be expected of a civilian senior manager or senior executive in virtually any sector."

STRATEGIC LEARNING

"It's fantastic to see the military engaging in that level of strategic learning …addressing a niche that could be used much more broadly in leadership in Canada," said Mr. Binstead, Dean of the Faculty of Health and Social Development, University of British Columbia Okanagan Campus. He was impressed by the campus vision of being the centre of excellence for joint operational and national strategic levels of the military.

The CFLC hopes that these kinds of positive reactions will encourage employers to not only hire Reserve soldiers to work for their companies, but also understand the need for time away from the job when duty calls.

"While we were there for just a day the agenda allowed plenty of time to review the CFC's structure & functions and to grasp the content and importance of the JCSP courses," said David Gough, president of Export Nova Scotia Inc., who works with Canadian businesses on the global stage to facilitate their export initiatives while representing foreign interests in Atlantic Canada to develop and foster relationships.

The CFLC ExecuTrek program conducts events across Canada to raise awareness amongst organizations on the importance of enabling reservists to pursue their military careers, and to demonstrate how the skills, knowledge and training inherent in military service can benefit a civilian workplace. CFLC's mandate is to enhance the availability of reservists for their military duties by obtaining the support and co-operation of organization leaders in Canada.

Traditionally, a reservist typically serves one day a week, one weekend a month, and one week a year. Further demands for training and professional development can certainly add more time away from the job and home. Deployments, whether domestic or internationally, can be upwards of several weeks or months. In Afghanistan, the CAF conducted operations for more than 12 years in a number of different roles involving air, land and sea assets, where reservists made up approximately 20-25 percent of total military personnel deployed.

Primary Reserve units are located in hundreds of communities across Canada, and include over 26,000 personnel. The majority of Reservists hold civilian jobs and therefore, serve on a part-time basis, with about one-third of reservists who are students. ◆

PHOTO: Capt Ryan Barber

Students of the JCSP at the CFC in Toronto, Ont. analyzing theoretical operational issues as part of their course training.

VIRTUAL CLASSROOM AT CANADIAN FORCES LANGUAGE SCHOOL, DETACHMENT SAINT-JEAN

Marie-Emmanuelle Porlier, (left) Pascal Ntirampeba and Jacinthe Houde, teachers, in charge of the Virtual Classroom pilot project at the CF Language School, Detachment Saint-Jean.

Students learning French as a second language will soon be able to interact with their teachers and classmates in the virtual classroom now being trialed by the Canadian Forces Language School, Detachment Saint-Jean.

"If students can't come to classes, then take classes to students!" said Pascal Ntirampeba, Marie-Emmanuelle Porlier, and Jacinthe Houde, the teachers responsible for the development of the virtual French as a Second Language classroom. Once the program for students of French has been trialed to progress level two, a parallel program will be offered to students of English as a second language. Because there is currently a greater demand for French language training, French is the starting point.

Model well-tested elsewhere in the world

The virtual classroom, in which teachers and students can see each other and interact just as in a real classroom, is a teaching model that has been proven worldwide. The American Armed Forces have been using it for several years to allow their members to learn a variety of languages.

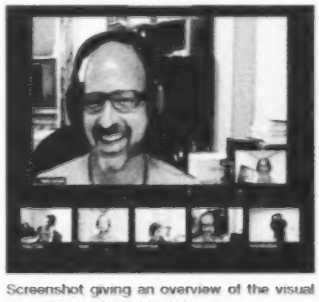
The advantages for the Canadian Armed Forces include not only reduced staff movements and reduced costs, but also an increased capacity to deliver language training to officers and non-commissioned members and an increased sense of independence and responsibility in learners.

Classes consist of four-to-eight students led by a teacher. Students require only a computer, a high-speed Internet connection, a web camera, and a headset with a microphone to begin attending classes from home.

Live content

Courses in the program are designed to cover a complete progress level. Materials such as textbooks used in regular classrooms are enhanced with digital resources such as audio and video clips and interactive online exercises. The user-friendly platform gives teachers the tools to configure subgroups of students for collaborative work, to teach pronunciation through recorded exercises, and to give students digitally enhanced feedback on performance. All courses in the virtual classroom meet standards tested and recognized by the CF Language School.

For more information on the virtual classroom pilot project please go to ALLIES Web at **https://www.app.allies.forces.gc.ca/Loader/login-eng.aspx or contact the virtual classroom team a + ClasseVirtuelle@intern.mil.ca** (available on DND intranet only). ◆



Screenshot giving an overview of the visual environment of the virtual classroom.

THE INNOVATORS profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

> *"A digital population cannot be well served by an analog government"*
>
> – the Prime Minister's advisory committee on the state of the Public Service in 2012.

For one small and disparate group of public servants and a military officer, that statement was a call to action.

Ready. Set. Embrace Digital Signatures! was this group's innovative proposal to invest in the Defence Team's future. Using existing technology to save valuable time and untold aggravation on an overburdened bureaucracy, *Ready. Set. Embrace Digital Signatures!* capitalizes on the digital speed and efficiency at DND's finger tips but has not yet been fully embraced in our daily routine.

Meeting for the first time at the Defence Youth Network's Op Catalyst last March, Major Sophie Toupin of the Royal Canadian Dental Corps (RCDC) Mathieu Carpentier, ADM (S&T), Livio Dancea, ADM (HR-Civ), Karen Lachapelle, ADM (Fin CS) and David Lamontagne, ADM (Pol) sat down to brainstorm and assist DND's Defence Renewal and BluePrint 2020.

"We came from different backgrounds and were thrown together… we didn't even know each others' names," said team member Livio Dancea. "We came up with this digital idea not really thinking it was actually going to go anywhere and we pitched it to the other groups at the end of the session and they encouraged us to refine our presentation and boom! We went from not knowing each other to working overtime hours over the next several weeks to present our two-minute brief to the Deputy Minister and Chief of the Defence Staff."

With the growing use of technology and the importance of making DND/CAF operations as effective and efficient as possible, the goal-oriented team recognized that DND is increasingly moving towards electronic systems. However, the team noticed that there hasn't been much done in efforts to reduce paper dependencies because of the need to affix 'wet ink' signatures on documents. Digital signatures, as introduced by the Op ASPIRE winning team, is the first step towards changing the way in which the Defence Team collects data, enables end-to-end electronic workflows and improves corporate governance on processes such as event requests and staffing requests.

IT'S ABOUT ECOLOGY, ECONOMY AND EFFICIENCY

What's at stake?

According to Digital Signatures team leader, Maj Toupin, embracing the new process will save DND enormous quantities in human and material capital.

"If you step back and think about all the administration and the associated costs that goes into our daily work, it's incredible. We print paper for signatures and that costs money. Then there's the cost to the environment which we know is having an effect. Getting the actual signatures to go forward and do our work means we must engage staff to chase down the right people which takes away from other priorities. Well, the costs keep accumulating and there's no end as our processes only seem to increase."

Maj Toupin's excitement increases as she relates to the following anecdote: "I work as a dental officer and we have been using digital signatures since 2007. So when a soldier comes to the clinic for his check-up, we sign-off his treatment record through a digital signature and that record is immediately updated, we don't return to our desks to fill-out the paper work and sign it off with a physical signature, we do it right there in the clinic. It's incredibly quick and if that soldier is off on an exercise the next day and requires immediate dental treatment, the local clinic will have a copy of his report from the day before. So what we want is to extend this streamlined process to include travel claims, event and staff requests and the Canadian Armed Forces Leave Pass."

Imagine the time saved if you didn't have to walk down the hall and have your travel claim signed-off by the boss but instead, is achieved through the light-speed technology of an authorized screened signature?

The digital signatures team (from left to right) : Karen Lachapelle, Mathieu Carpentier, Maj Sophie Toupin, David Lamontagne, Livio Dancea

"We have been trialing a small pilot project at DRDC over the last year where we capitalized on our electronic work-flow," says team member Mathieu Carpentier. "To achieve a few common tasks, we had scientists working remotely in Suffield, Toronto and Ottawa and asked them to carry out these tasks and what would have taken us weeks to accomplish previously, took us three days using digital signatures. Three days! And now that new military members and public servants joining DND are born digital, we have to remain digital to capitalize on their skill-sets, otherwise we're wasting public money."

And the policy framework is already in place.

"DAOD 6002-8 was introduced in August 2013 and this sets out how digital signatures can be aligned to the government of Canada framework. It's the national way ahead and it is ambitious," says Mr. Dancea.

NEXT STEPS

Selected as the winning proposal at the recent DYN's #Ideation – the initiative aimed at encouraging staff at all levels to bring ideas forward for the Defence Team to do better business - *Ready. Set. Embrace Digital Signatures!* recently followed up their success with a follow-up brief to the Defence Renewal Team sub-committee who will assist in the application of the process.

"We hope to have the pilot project running by April 2015," says Mr. Dancea.

"When you think about it," says Mr. Carpentier, "all we're doing is leveraging the use of PKI technology by using it to its fullest potential. The archaic, paper-based approval system of the past has met its challenger with digital signatures and we believe the potential to radically transform data collection, enables end-to-end electronic workflows and improves governance at the corporate level."

Ready. Set. Embrace Digital Signatures! ♠

Science and Technology

TACTICAL WEARABLES AND THE SELF-ORGANIZING NETWORK

It's clear that perfect cyber security does not exist and that centralized communications hubs can be vulnerable to attacks. But scientists have been moving closer to a potential solution while trying to answer one of nature's riddles: "How does a school of fish defend itself from a shark attack?"

Like many seemingly complex natural phenomena, the answer to the riddle is found in a few simple rules, most importantly that each individual in the group only responds to their nearest neighbour. Inspired by this self-organizing behaviour of animal groups such as schools of fish or flocks of birds, professor Richard Yu from Carleton University, Dr. Helen Tang from Defence Research and Development Canada (DRDC) and their graduate students have used recent advances in consensus algorithms to design a mobile network that is resilient to attacks. Consensus algorithms use distributed decision-making where all the devices in a network contribute to agree on the outcomes of calculations in a fashion similar to majority rule, rather than the traditional method of decision-making where a central authority determines which results are valid.

"Canadian soldiers operating in the dismounted role cannot be reliant on existing civilian communications infrastructure to support their scheme of manoeuvre," said Major Janus Cihlar of the Canadian Army's Directorate of Land Requirements (DLR). Soldiers on the ground, called dismounted soldiers, require solutions that are adaptable to new and dynamic environments. Traditional centralized networks like cell phone towers are vulnerable to single point failures if their central server is compromised by physical damage or a cyber-attack.

"The majority of the places we are sent do not have a communications infrastructure," said Maj Cihlar.

Enter Resilient Tactical Networks (RTNs), a buzzword for advanced mobile ad hoc networks (MANETs) that are resilient from cyber-attacks and connection failures. MANETs are an emerging type of wireless networking in which mobile devices are connected on an ad hoc basis. They are self-forming and self-healing, enabling peer-to-peer communication between mobile devices without relying on centralized resources or fixed infrastructure, like cellular towers.

For example, in a tactical environment without infrastructure, each dismounted soldier wearing a mobile device connected to the ad hoc network would act as a connection point, or "node", in the network. As soldiers move to new locations, their devices would adapt so that data could hop from one device to the next, around buildings and other obstacles that would typically degrade or obstruct traditional line of sight communications. Even if one or several connected devices fail or lose reception, the remaining devices in the network can adapt, and continue to communicate to keep the network alive.

"Wireless is the future. And everything will be connected," professor Richard Yu said at a recent workshop at Carleton University. Organized by DRDC, the workshop aimed to help researchers understand the Canadian Armed Forces' needs, get input on DRDC's research, exchange ideas and facilitate further collaborations.

But the professor also cautioned, "Security is a challenge and we need to be aware of the Army's requirements."

Because MANETs have no central security authority, the research teams are developing new security methods so that each device in the network knows which of the other devices can be trusted, by calculating trust values for each device and verifying their identity, amongst other techniques. To calculate trust values for each device you can monitor their activities for unusual behavior and apply consensus algorithms. And to verify a device's identity you can analyze each device's unique radio signature. Due to slight differences between every microchip, buried deep within the signal of each radio transmission is a unique pattern which means that each device has its own "fingerprint".

"The modern battlespace is an irregular one, against a tech-enabled enemy, within urban environments and/or complex terrain," said Maj Cihlar.

Using numbers to overpower your adversaries and slugging it out is an outdated strategy. "The battle of the future is dispersed in time, space and purpose," said Maj Cihlar.

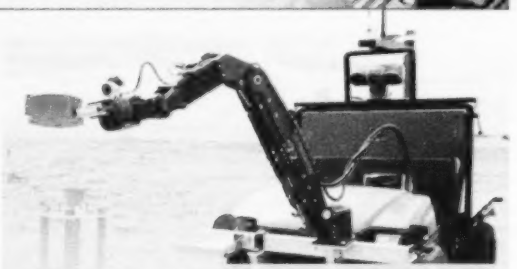
"Fighting smart, out-deciding the enemy is what wins battles now. Small groups will disperse and then commanders can aggregate tactical information and instruct their troops to make a unified and decisive action to deliver effect and force an outcome."

Every fight is different, and requires adaptable capabilities. But each new capability, like the new tactical radios being developed through the Canadian Army's Integrated Soldier System Project (ISSP), brings with it new challenges, both technical and human related.

"There are only so many men and women in the Army," said Maj Cihlar. "And there are limits on what each soldier can do within a given period of time, so any new system cannot be a burden to a soldier's cognitive load."

Maj Ryan Grant, a signals officer for the Directorate of Soldier Systems Project Management, emphasized the Canadian Army's requirement for ease of use.

"The intent is not to have the soldier interact with the network. It's not the soldier who enables the network, but the network that enables the soldier," said Maj Grant. "The soldier just turns it on and starts using it." DRDC's cyber operations team continues to work on the security techniques that need to be built into ad hoc networks so that enemy devices cannot pretend to be friendly devices and intercept information or bring down a network. They intend to produce a prototype device to evaluate the validity and robustness of the new techniques. ◆



DRDC KEEPS HAZARDS AT ROBOT ARM'S LENGTH

The new generation of Multi-Agent Tactical Sentry (MATS) vehicle is a leading example of Defence Research and Development Canada (DRDC)'s ability to improve an existing system and equip it with the latest generation technology to enhance the CAF's ability when investigating chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents. The technology helps better mitigate the associated risks and take informed decisions when responding to potential threats.

Designed by DRDC and built to specification by Meggitt PLC, this sophisticated vehicle supports the CAF when conducting reconnaissance, detecting chemical and radiological hazards, sampling bio threats, removing barriers and lifting heavy objects. With accessibility built into the controls, operators are able to complete their task while sitting in the vehicle's front seat or from kilometres away using the ground control station.

TESTING ABILITIES

Two DRDC technologists conducted driver training to test the ability of the new vehicle. "We delivered training to a number of Canadian Armed Forces operators during an intensive two-week MATS driver training course," explains Blaine Fairbrother who has worked for several years on developing MATS vehicles at Suffield Research Centre. The Next Generation MATS vehicles were delivered in October 2013 from Alberta via a CC-130 Hercules aircraft to the CAF. Shortly after, training was held for the operators so they could put the upgraded vehicles through their paces.

"Over time, particularly in the last two years, significant vehicle enhancements resulted in the next generation MATS vehicle rolling off the lot with both improved and new functions," describes the senior officer responsible for Force Development at Canadian Joint Incidence Response Unit (CJIRU).

"We (DRDC engineers and technologists) worked directly with CAF decision makers and users to satisfy their needs and we also proposed improvements, such as the addition of the robotic arm, in order to increase the vehicle's functionality," explains Mr. Fairbrother.

UPGRADES TO CAPABILITIES

Many upgrades have been included in the new generation MATS in order to enhance the vehicles' operational capability, including the multi-functional robotic arm, digital video rather than analog, better integrated cameras with picture-in-picture capability, a 360-degree lighting package and thermal imager for night operations, pre-set options for easier command, quick-connect cable antennae for faster setup and a shock absorption mount for the chemical detector to reduce the amount of damage sustained from vehicle shake.

"Operators, situated kilometres away, can now open gates, manhole covers, vehicle doors, and gain entry to buildings – something which before was impossible. Investigation of areas with unknown threats is critical to making informed decisions when approaching a potentially hazardous environment. It helps the operator to safely get closer to examine an object or building that otherwise wasn't accessible in the past," describes Mr. Fairbrother.

According to the senior officer at CJIRU, DRDC excels at providing cutting edge technology that allows machines to assume risks rather than putting humans in harm's way. The addition of the robotic arm to MATS is a great example of this; now our operators can manipulate objects while staying a safe distance away. Not to mention, detecting CBRNE threats requires intense focus and machines never get distracted or fatigued during extended missions.

Currently, DRDC technicians are testing the final next generation MATS vehicles which will be delivered to the CAF shortly. In addition to this, DRDC is also participating with the testing and evaluation of other types of commercial autonomous systems being considered to meet other CAF operational needs.

Don't miss out on the opportunity to HAVE YOUR SAY

The PSES provides civilian employees within the Defence Team the opportunity to anonymously express your views about the workplace and what matters to you.

Once again, the Public Service Employee Survey (PSES) is upon us and it is time for civilian employees of the Defence Team to share their views.

The PSES will be administered electronically by Statistics Canada between August 25 and September 26. Efforts have been put in place to ensure that all employees, regardless of location or computer access, have the opportunity to be heard, with paper copies being made available to managers across the country. This is your opportunity to voice your opinions on leadership, workforce and the overall work environment.

YOUR CHANCE TO EXPRESS YOUR VIEWS

The PSES provides civilian employees within the Defence Team the opportunity to anonymously express their views about the workplace and what matters to them. By participating in the PSES, you are contributing to workplace well-being and helping our organization to continue providing excellent service to Canadians.

To help ensure a successful survey, Edison Stewart, ADM (Public Affairs) has accepted the invitation to serve as the DND/CAF PSES champion.

"Staff from across government and in particular here at Defence, want to contribute to building a better workplace," says Mr. Stewart. "The response to both Blueprint 2020 and Defence Renewal has been inspiring. I am excited to build on that momentum and continue to make improvements to Defence and the public service at large through this year's PSES."

2011 SURVEY RESULTS

Since the release of the results of the 2011 survey, there have been changes made to address issues raised.

Managers at bases, units, stations and other Defence organizations consulted employees to solicit their help in resolving the issues identified in the 2011 PSES and creating an Action Plan to address these issues. In fact, this past year employees have been engaged on several renewal exercises including Defence Renewal and Blueprint 2020. These are just some of the initiatives aimed at improving the way we work that are seeking your feedback as how best to get there.

WHAT'S BEEN DONE

With the launch of Defence Renewal, the Defence Team has established a number of initiatives that complement the issues raised during the 2011 PSES.

LEADERSHIP – IMPROVING FLOW OF INFORMATION

Defence Renewal initiative 7.3 aims to improve strategic clarity across the Defence Team by communicating a clear and compelling vision of where the organization is headed, how to get there and what it means for people. Activities are underway to ensure that all members understand their role, and receive information in a clear and concise manner that they can easily understand. Achieving success in leadership will be accomplished by some of the following activities:

- A new Defence Team intranet space is in development to communicate all change initiatives at Defence (Defence Renewal, Blueprint 2020, the Carling Campus, civilian and military human resources modernization, etc).
- A working group of representatives from across the Defence Team has been created to discuss and implement methods to improve strategic clarity across the Defence Team.
- Toolkits for use by senior and middle managers are being developed to communicate change and to ensure that consistent messaging is provided to DT members across the country. These toolkits are expected to be available in early Fall 2014.
- A new senior leadership intranet space has been developed. Leadership spotlight provides members of the Defence Team with a clear vision and direction from Defence leaders.

CREATING OPPORTUNITIES FOR INNOVATION AND INITIATIVE

Similarly, Defence Renewal initiative 8.2 seeks to celebrate front – line ingenuity. Activities related to innovation have already begun across the Defence Team and have seen encouraging results:

- A working group of representatives from across the Defence Team has been created to identify ways to celebrate and implement innovative ideas.
- An article series titled "The Innovators" has been created which profiles members who have had an innovative idea.
- As well, the Defence Youth Network recently held a Dragons Den-style event where members presented to a panel of senior leaders. Two ideas were selected from this event to be implemented.
- Blueprint 2020 looked to engage members for your feedback and opinions online and in-person as to how we can improve the Public Service. In May, 2014 Destination 2020 was released which outlines the action plan for how we will achieve the vision.

ASSIST EMPLOYEES IN GUIDING THEIR CAREERS

As part of the newly introduced Performance Management Program, talent management aims to capitalize on the potential of employees based on their knowledge, skills, competencies, and aspirations. The process aims to prepare high performers to take on future challenges.

TOO MANY APPROVAL STAGES/RED TAPE

Three major improvements are being implemented now to simplify the PER portion of the Canadian Armed Forces Personnel Appraisal System. These changes include:

- PERs are no longer required for those at the lieutenant/sub-lieutenant rank;
- Any member can choose to opt-out of their annual PER, signalling their desire to continue serving at their current rank for the short- or long-term; and
- Two key sections of the PER, section 4 (performance) and section 5 (potential), are now to be prepared as bullet points instead of as narrative paragraphs.

NEXT STEPS

Once the survey results are known in early 2015, senior Defence leaders will engage employees and create their own PSES Action Plans to address the areas of greatest concern, as well as ensure we remain strong in areas where we do well. This is why it's important that all civilian members of the Defence Team complete the survey, so that their concerns can be addressed. This is your chance to share your views on how you feel things can be done better – so take this opportunity to have your say!

For more information on the PSES process, visit the Employee Survey intranet page at **dt-ed.mil.ca**.

HOW IS YOUR DATA KEPT CONFIDENTIAL?

Statistics Canada ensures confidentiality during data collection by:

- **Using a secure and dedicated web-based survey site;**
- **Requiring employees to use a unique identifier to access the survey; and**
- **Ensuring the data is securely encrypted until it arrives at Statistics Canada.**

Respondents' identities are safeguarded when the results are released as well by

- **Providing PSES results at the aggregate level; and**
- **Suppressing results for small respondent groups.**

CAF member helps set relay WORLD RECORD

The Canadian Masters Track and Field Outdoor Championships were held at the University of Toronto's Varsity Stadium in July. For Major Serge Faucher, a five-time competitor running in the M50 (50-54) age group, this year's event held a little extra incentive.

Back in June, Maj Faucher was asked to participate in the 4 x 800 metre relay by Paul Osland, a 1968 Olympian. Their goal was to break the outdoor world record for the M50 category. The time to beat, 8:39.01 minutes, had been held by an Australian team since 2011.

The result for the team on that fateful Saturday afternoon was an impressive 8:36.39 minutes, breaking the record by almost three seconds under hot, humid, and windy conditions.

"I could not pass on this opportunity to attempt to break a world record when Paul asked me last month," said Maj Faucher. "It is quite difficult to have four runners, each 50-54 years old in Canada that can run this fast, are not injured, and are all in the same location on the same day. The Canadian Masters was the perfect occasion to try to do this."

After breaking the outdoor record, the team is eager to see what more they can accomplish. The indoor record of 8:32.95 minutes has been held by an American team since 2005, and Maj Faucher's team has set their sights on breaking it during the indoor season sometime in February or March 2015.

30 YEARS OF MERITORIOUS SERVICE RECOGNITION

The Meritorious Service Cross is a powerful yet flexible tool to recognize outstanding military achievement accomplished.

After Canada ceased to use British Commonwealth Honours in the years following the Second World War, Canada found itself without formal methods to recognize distinguished and meritorious service, whether civil or military. The creation of the Order of Canada in 1967 and the Order of Military Merit in 1972 constituted a significant improvement on the situation. However, both orders were primarily intended to recognize long-term merit and were therefore not well-suited for the recognition of specific actions.

On June 11, 1984, The Queen created the Meritorious Service Cross, which was an award junior to the Order of Military Merit and which recognized "short-term outstanding achievement."

However, it soon became obvious the single level of the Cross lacked flexibility and so the Meritorious Service Medal and a Civil Division of the Meritorious Service Cross and Meritorious Service Medal were created in 1991.

Unlike the Order of Military Merit, the rank or level of responsibility of the potential candidate do not factor into the eligibility for the Meritorious Service Cross. It is open to all ranks and the only criteria is merit. As such, the Meritorious Service Cross has been awarded to personnel of all ranks since its creation, however, since the award is often used to recognize operational or strategic leadership, it has mostly been awarded to members of senior ranks.

Since its creation 30 years ago, 205 Meritorious Service Crosses have been awarded and it has remained true to its original criteria of recognizing short-term outstanding merit.

Only five recipients received a second Meritorious Service Cross, denoted by a bar on the original decoration, while nine persons have received both the Meritorious Service Cross and the Meritorious Service Medal.

Canadian Astronaut Chris Hadfield is the only person to have received the Meritorious Service Cross in both the Military and Civil Divisions.

Only one award was ever made to a member of the Primary Reserve, which was Brigadier-General Gary O'Brian for his service in Afghanistan.

Holders of honorary appointments have been eligible for the Meritorious Service Cross since its creation, however, it has only been presented to one of them, The Countess Mountbatten of Burma in 1997, who, coincidentally, is also the only female recipient.

Members of allied forces have been eligible since 1998 and the first presentations were soon made in connection with the Gulf War. Since then, 38 Meritorious Service Crosses (19 per cent of all awards) have been awarded to allied military members. Of those, 30 have been given to Americans with the others going to France, Poland, Germany and the United Kingdom.

The Meritorious Service Cross is a powerful yet flexible tool to recognize outstanding military achievement accomplished over a limited and defined period of time, be it five minutes or five years. The criteria are broad and allow for recognition of outstanding merit in a wide variety of settings, which are not limited to overseas operations.

With the end of operations in Afghanistan, the Canadian Forces Decorations Advisory Committee is hoping to see nominations that maintain the high standard of merit as well as nominations more representative of the overall Canadian Armed Forces demography and its activities. ◆

The ONE CARD YOU NEED

The CF1Card is the one card you need to access programs, services and rewards from Canadian Forces Morale and Welfare Services (CFMWS) as a part of the Canadian military community of one million strong.

Commodore Mark Watson, Director General of Morale and Welfare Services said he wants the new CF1 card in the hands of the one million people who could benefit from it, and using it regularly.

"When you add up the Reserves, Regular Force, our dependents and the veterans, there are over one million people out there that we can support. When we say support that does not mean everything for everyone, but it does mean something for everyone," explained Cmdre Watson.

The CF1 card consolidates the functions of several cards into a single card. It can currently be used to access discounts at over 3,000 stores across Canada, Australia, Europe, the United States replacing the CF Appreciation card, the official discount program of the Canadian Armed Forces community. It is also replacing the CANEX Club XTra as a means to collect points at Canadian Forces Exchange System (CANEX) stores.

Cmdre Watson said his intention is for the CF1 card to also support membership to PSP sports, fitness, and recreation programs and services at bases and wings across the country as well.

"In future, the CF1 card should confirm access to messes and specialty interest activities, such as golf, curling and sailing clubs," said Cmdre Watson.

The CF1 card is just one of many evolving programs available through Morale and Welfare Services to support our military communities.

CF1 cards are available to many people in the greater Canadian military community.

- Canadian Armed Forces members and their families
- Veterans and their families, including the families of the deceased
- Members of a foreign military currently serving in Canada and their families
- Military Families Resource Centre employees
- Royal Canadian Mounted Police
- Honorary Colonels
- Current staff of Non-public Funds, Canadian Armed Forces and Department of National Defence public servants
- Non-public funds, pensioners and their families

For more information, visit the CFMWS website **www.cfmws.com**.

Health and Lifestyle Information Survey: DID YOU DO IT?

If you were one of the "lucky" individuals to be randomly selected to participate in the Health and Lifestyle Information Survey (HLIS) **Did you do it???**

The HLIS is conducted every four or five years with randomly selected participants from both the Regular Force and the Primary Reserve Force to help determine the health needs of the CAF.

Don't fret if you are feeling that wave of remorse wash over you: you can still make a difference by completing the survey. If you were deployed, on training, or simply just procrastinating, you have until **September 30** to complete the survey.

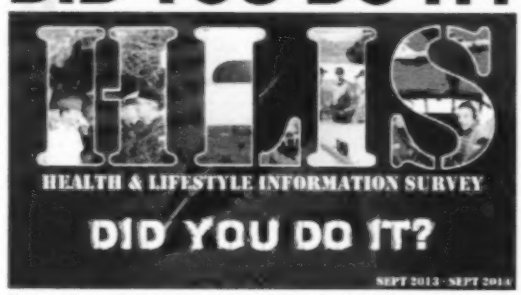
Each and every response is important to us. To make the best possible health recommendations, we need to hear from all participants. Without strong participation, the results might not accurately reflect the overall health status of the CAF. Even if you think your current health is not a typical reflection of your usual health, we need to hear from you. Participants will be at different phases in their health status so we need to hear from all personnel whether in good health, in poor health, or in a period of transition to provide valid information on the health of the CAF.

Remember that the survey is completed anonymously and only grouped behaviours are reported. No individual results are ever released.

If you misplaced your survey, or if it accidently fell into the recycling bin, please let us know and we'll be happy to send out another copy. Your survey will contribute to the much needed information that will guide DND's efforts to improve health programs and services for all CAF personnel. We're counting on you!

For more information regarding the 2013/2014 HLIS, please refer to **CANFORGEN 126/13**.

For questions or to receive another copy of the survey, please contract Barbara Strauss, the survey coordinator by email at **+HLIS-SSSV@CMP DFHP@Ottawa-Hull** or by phone at **613-945-6600 ext 3340**. ◆



Each and every response is important to us. To make the best possible health recommendations, we need to hear from all participants.

ASK THE EXPERT:

Bracing your ankle injury!

Q: Four months ago I rolled my right ankle playing basketball. My ankle swelled a great deal and it hurt to walk for several months. I did some physiotherapy which really helped and I can now run without pain. My physiotherapist tells me my ankle is stable but I worry that if I resume playing basketball that I may re-injure my ankle and do more damage. Will an ankle brace reduce my risk of re-injury or will it only weaken my ankle?

– Thanks Pte Dunk

A: Dear Pte Dunk:

Ankle sprains are one of the most common sport-related injuries. Many people incorrectly think of them as relatively minor problems on par with a muscle strain. Ankles are in fact extremely complex structures and injuries to these joints can cause long term problems. Turning your ankle out is the most common way to sprain an ankle but they can also be sprained by turning your ankle inward or landing from a height. In all three cases, the ligaments that are supposed to hold your ankle together are subjected to more stress than they can handle and end up either strained, stretched or completely torn. The amount of damage you do will determine how long it takes to recover and whether you will be left with any long-term problems.

In your case, while your ankle is feeling much better, it will take approximately nine months for the ligaments you injured to be as strong as they were before you injured them. Taking this into consideration, I recommend you wear an ankle brace whenever you do any activity that subjects your ankle to lateral stress – things such as basketball, soccer, tennis and ball hockey As long as you only wear your ankle brace when you do these types of activities, the structures around your ankle will not weaken.

The bottom line: the best way to deal with ankle sprains is to prevent them from occurring in the first place. This can be achieved by strengthening the muscles that support your ankle, improving your balance and improving your sport specific skills. Research has also shown that wearing an ankle brace when you play sports that subject your ankle ligaments to stress will reduce your risk of future injury. This is true whether or not you have ever sprained ankle. All the best next basketball season.

– Dr. Darrell Menard, MD Dip Sport Med

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications Internes@ADM(PA)@Ottawa-Hull. *Only selected questions will be answered in subsequent columns.*

Officer Cadet completes IRON-DISTANCE TRIATHLON

Military and civilian members of the Defence Team are known for their love of sport, challenges and athletic feats. Officer Cadet Jean-Charles Viens is no different. In June, he completed an iron-distance triathlon weekend in Dartmouth, N.S.

BEGINNING THE JOURNEY TO FITNESS

The triathlete's journey began in 2006 when his shipmates registered a three-man team for the Navy fitness challenge. He had to do the swim portion of the 300 m, a 6.5 km cross-country bicycle ride and 2 km run of the super sprint distance triathlon. Swimming had never been his forte but the team was successful and placed well. This annual event is still ongoing and has been renamed PO2 Craig Blake Memorial Challenge to acknowledge the legacy of the avid cyclist and triathlete. Petty Officer, 2nd Class Craig Blake was the first Canadian Navy sailor to fall in Afghanistan.

OCdt Viens used his bicycle to transit to and from work on a regular basis but aside from lifting weights recreationally, he had not done any triathlon specific training. In fact, he started running in 2010 only as a way to improve his health after he quit smoking.

"I started by running to the stop sign and back (roughly 80 m) on my street before lifting weights. (If) you would have told me I'd be able to run 5K back then I would have laughed at you!"

SETTING GOALS

He gradually increased his running distance and set his sights on completing the PO2 Craig Blake challenge on his own, but a busy ship's schedule and a deployment delayed his training. For motivation, he enrolled in the 2012 Atlantic regional triathlon development camp in Shearwater, N.S. This intensive three-day training gave him the confidence he needed to complete the sprint distance (750 m, 20 km and 5 km) Navy Triathlon/Duathlon that same year. Encouraged by his performance, OCdt Viens set new goals and continued on his journey. "My long-term plan was to continue training, complete an Olympic-distance triathlon and half-marathon by the end of 2013, a half-iron distance triathlon and full marathon in 2014 and an iron distance in 2015 for my 45th birthday."

He entered the Dartmouth Epic Half Iron-distance race in June with a plan, and placed 16th. "It's one of the best feelings ever. (The race was) tough but I truly believe anyone can finish a super sprint or sprint. I encourage everybody to try it at least once. No need for fancy gear, just treat it as a workout."

OCdt Viens will now dial down the training to attend St. Mary's University in September, but he doesn't believe his triathlete career is over yet. "I definitely plan for a comeback after my officer training. See you in 2018! "

For more information on improving your health and well-being, please visit the Strengthening the Forces website. ♣

OCdt Jean-Charles Viens at the end of the 226 km race. He finished third in his age group.

OCdt Viens exits the water then finishes the 180 km bike ride and looking strong at the 32 km mark of the marathon portion of the Subaru Dartmouth Epic triathlon in Dartmouth, NS.

Victorious Canadian troops following the Battle of Vimy Ridge, April 1917.

PHOTO: Library and Archives Canada

Canada and the Beginning of the FIRST WORLD WAR

An assassination in the Serbian capital of Sarajevo in June 1914 went almost unnoticed in Canada. Few Canadians expected that it would lead them into war, fewer still anticipated the sacrifices Canada would be called to make. Yet, the First World War was to change the world they lived in, and in a very real sense, the Canadian nation was born on the battlefields of Europe.

THE DAYS LEADING TO DECLARATION OF WAR

The summer of 1914 in Europe was a time of dangerous tension and strained international relations between two armed camps. The Great European Powers were ranged against each other in two alliances – the Triple Alliance, made up of Germany, Austria-Hungary and Italy, and the Triple Entente, which included France, Russia and Great Britain. All the ingredients were there for a small international fire to become a raging inferno. Once started by a few fatal shots, efforts to stop the blaze proved futile.

On June 28, 1914, Archduke Franz Ferdinand, heir to the Austro-Hungarian throne, was shot and killed by a Serbian nationalist. Convinced the Serbian government was involved in the plot, Austria-Hungary, supported by Germany, sent a harsh ultimatum to Serbia. Although Serbia met nearly every demand, Austria-Hungary, bent on conquest, declared war. The fire spread. Russia mobilized. Germany demanded promises of peace from Russia and France. On August 1, 1914, when there was no answer, war was declared on Russia, then two days later on France. Looking for support, France turned to Britain.

Although Britain was not bound by a formal treaty to join France in a war, Sir Edward Grey, the Foreign Secretary, had made an informal agreement with the French. There was, however, strong opposition within the British Cabinet with regards to participation in a European war. But on July 30, 1914, German Chancellor, Dr. Theobald von Bethmann-Hollweg, sent a proposal including Britain remain neutral, as well as an indication that Germany intended to violate neutral Belgium's borders. As a guarantor of Belgian neutrality, this document did much to change the British Government's attitude.

Then on August 4, in conjunction with its attack on France, the German Army invaded neutral Belgium. Britain sent an ultimatum demanding withdrawal of German troops, as well as reminding Germany of the Treaty of 1839 guaranteeing Belgium's neutrality, to which Germany was also signatory. Unanswered, the ultimatum expired at midnight August 4, and Britain was at war. Now Canada was at war because of its legal status as a British Dominion, which left foreign policy decisions in the hands of the British Parliament.

CANADA MOBILIZES AND JOINS THE FIGHT

Canadians from coast to coast pledged support for Britain. Prime Minister Robert Borden, calling for a supreme national effort, offered Canadian assistance to Great Britain. The offer was accepted, and immediately orders were given for the mobilization of an expeditionary force.

With a regular Army of only 3,110 men and a fledgling navy, Canada was ill-prepared to enter a world conflict. The Minister of the Militia and Defence, Sam Hughes, was ordered by Prime Minister Borden to train and recruit an army for overseas service. From Halifax to Vancouver, thousands of young Canadians hastened to recruiting offices. Within a few weeks, more than 32,000 men gathered at Valcartier Camp and in October, 1914, the First Contingent, Canadian Expeditionary Force, was on its way to England in the largest convoy ever to cross the Atlantic Ocean. Also sailing in this convoy was a contingent from the still separate British self-governing colony of Newfoundland. A suggestion that Newfoundland's men should be incorporated into the Canadian Expeditionary Force had earlier been politely, but firmly rejected.

Upon reaching England, the Canadians endured a long, miserable winter of training in the mud and drizzle of Salisbury Plain. In early 1915, they were deemed ready for the front line.

The first Canadian troops to arrive in France were the Princess Patricia's Canadian Light Infantry, which had been formed at the outbreak of war entirely from ex-British Army regular soldiers. The "Princess Pats" landed in France in December 1914 with the British 27th Division and saw action near St. Eloi and at Polygon Wood in the Ypres Salient.

Early in February 1915, the 1st Canadian Division reached France and was introduced to trench warfare by veteran British troops. Following this brief training, the Division took over a section of the line in the Armentières sector in French Flanders. Faced with the realities of dirt, disease and death, their illusions of military glory quickly disappeared.

Canada's sacrifices and contributions to the First World War changed its history and enabled it to become more independent. For the first time in its history, Canadian Forces fought as a distinct entity, first under a British commander and then under a Canadian-born commander. Canada's total casualties at the end of the war stood at 67,000 killed and 25,0000 wounded, out of an expeditionary force of more than 620,000 people mobilized. ♣

PHOTO: Library and Archives Canada

Entertainment.

2 CDSB CELEBRATES 100TH ANNIVERSARY

A tribute to our predecessors and a legacy for future generations

The 2nd Canadian Division Support Base Valcartier (2 CDSB Valcartier) – created in August 1914 when Canada entered the First World War – recently celebrated those 100 years and took military and civilians back to rediscover the Valcartier Base's significant contribution to the military heritage of the Quebec region.

"Valcartier Yesterday and Today 1914-2014", was the theme as a book was launched on Valcartier's 100-year history and a permanent exhibit was unveiled at the Sports Centre. Also, as a tribute to the more than 35,000 Canadian soldiers deployed overseas in the fall of 1914, more than 300 Canadian Armed Forces (CAF) members took part in a 30 km commemorative march from the Valcartier base to the Port of Québec in June.

"For me, this march was a way to honour the Canadian soldiers who left Camp Valcartier in the fall of 1914 for Europe, without knowing when they would be back," said Lieutenant Yannick Trudeau, 3rd Battalion, Royal 22e Régiment, one of the marchers.

On their arrival at the Port of Quebec, the marching soldiers were warmly welcomed by the crowd, before boarding HMCS *Athabaskan* and the American Navy USS *Oak Hill* – both of which were in Quebec for the 'Rendez-vous Naval' – for a brief ceremony during which each of the marchers received a commemorative coin to congratulate them on their participation. The CAF members then watched as two CF-18s from 3 Wing Bagotville performed a fly-past above the two ships docked at the foot of the majestic Chateau Frontenac.

OPEN HOUSE

During the open house, the local community had the opportunity to meet Base military members and civilian employees. This was the first time since 1997 that the Valcartier base had opened its doors to the public. Over 9,000 visitors turned out for this festive family day.

The anniversary celebrations ended with the unveiling of a 100th anniversary memorial, which will be the centrepiece of the anniversaries in the future. A time capsule filled with letters, badges and pennants from each Valcartier unit was placed in the memorial and will be opened in 50 years. Commander of 2 CDSB Valcartier Colonel Hercule Gosselin sees the memorial as a collective contribution to what will be the 150th anniversary celebrations at the Valcartier Base.

"We have turned another page in the history of the Valcartier Base with the unveiling of the memorial to the base's 100th anniversary. This memorial is both a tribute to our predecessors and a unique legacy for the future generations of military members and civilians who will succeed us," said Col Gosselin. "The items placed in the time capsule will help to perpetuate military traditions and contribute to the festivities to be held for Valcartier's 150th anniversary." ♣

PHOTO: Cpl N. Tremblay

Gathered on the deck of the HMCS *Athabascan*, CAF members from Valcartier who took part in the commemorative march watch a 3 Wing Bagotville CF-18 Hornet fly overhead.

PHOTO: Cpl N. Tremblay

Col Hercule Gosselin, commander 2 CDSB Valcartier, BGen Simon Hébert, deputy commander, 2 CDSB and Col Dany Fortin, commander 5 Canadian Mechanized Brigade Group, place the time capsule containing letters, badges, and pennants from all the base's units in the Valcartier Base 100th anniversary memorial.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

Ethically, what would you do? What's the dilemma?

You moved to a new neighbourhood across town a few months ago, and were taking your kids to a daycare fairly close to your new home. You recently saw Ted, a military member who is back from Afghanistan, picking up one of the other children. You know this from having spoken to his wife a few times, when she dropped off their son in the mornings.

When you arrived today, Ted was yelling at one of the other parents about needing to control her child. He was aggressively telling the mother "keep your little freak away from my son". He then put his son in the car—but not in his car seat—squealed his tires, and drove off angrily.

The mother he had been yelling at was quite upset, and seemed very intimidated by his aggressive body language. Everyone, in truth, was pretty shocked.

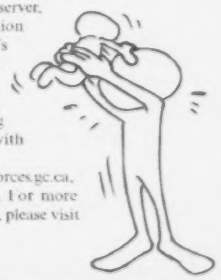
"Ted ... has not been the same since his return from Afghanistan," apologized the Daycare manager. "I will have a serious talk with him and his wife."

"How sad", you were thinking, since they have the sweetest little boy. You know where Ted works, and are also aware of the mental health issues that can result from deployments. Yet you aren't really sure what to do.

POINTS TO PONDER:

- Should you talk to Ted, although just the thought of that seems frightening to you?
- Should you talk to his wife? To one of his colleagues, who you happen to know? Or to his boss?
- If you were a civilian employee yourself, would that affect how you should respond to the situation?
- If you were a CAF member (out of uniform at the time), what would be an appropriate response or action?

Sometimes it is useful to distinguish between "ethical dilemmas" and "dilemmas of integrity". If it's difficult to judge which course of action is ethically better than another possible course, then we have an ethical dilemma. On the other hand, if we are sure that some course of action is better than another (such as doing nothing), but doing nothing is tempting/easy and thus psychologically represents a real option, then we have an integrity dilemma. In this last case, you, the observer, could simply walk away. However, the situation described seems to be one where it is in everyone's interest for a good intervention to happen, and doing nothing is not ethically preferable. The question then becomes what way(s) of intervening are most likely to succeed in solving what appears to be a serious problem, with minimum backlash against the intervener?



Send your comments to ethics-ethique@forces.gc.ca, and suggestions for future ethics scenarios. For more information on the Defence ethics programme, please visit **www.ethics.forces.gc.ca.**

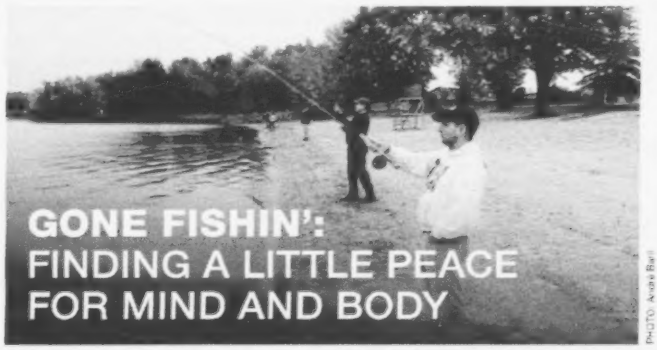


PHOTO: André Baril

GONE FISHIN': FINDING A LITTLE PEACE FOR MIND AND BODY

Wounded CAF veterans from the national chapter of Project Healing Waters Fly Fishing Canada participate in a fly casting clinic held on the Ottawa River.

With fishing enthusiasts across the country heading out to lakes and streams across Canada in celebration of National Fishing Week, the Canadian Army shares that celebratory spirit, specifically saluting a fishing program designed to help current and former military personnel recover from injuries sustained in service to their country.

Project Healing Waters Fly Fishing Canada (PHWFFC) is a program designed to aid the rehabilitation efforts of former and current military personnel. "This is achieved by supporting physical and emotional recovery through fly fishing and related activities at no cost," says André Baril, Ottawa-Gatineau Project Coordinator and former member of the Royal 22e Régiment. "The Project provides basic fly fishing, fly casting and fly tying sessions throughout the year and caters to beginners, or those who have previous fly fishing experience."

Kurt Grant, a former Canadian Army sergeant and PHWFFC participant, explained how he has benefitted from the project, "I had a vision of what I wanted to do with my life but that vision was been taken from me." He explained how he heard of the project during an Operational Stress Injury Social Support group meeting. "What the hell, I will give this a go!" he thought. So Kurt drove up to Ottawa and participated in a clinic. "The concept of the program is an exceptional one. fly fishing demands that you spend your time focused on what you are doing which diverts your attention away from the stuff you are dealing with. And the longer you spend on the water, the calmer you become."

Also a participant of PHWFFC, Lieutenant-Commander Carol Bateman shared her views on PHWFFC, "personally one of the most interesting aspects of the program is the concept that something is difficult until you try it. For someone struggling with an injury or an illness, everything can feel like a lot of effort — it takes a lot of effort just to get daily chores done or to get up and out each day. Fly fishing has reminded me that I can get good results from little action."

With sponsors, supporters and alliances across the country, chapters are open currently in British Columbia, Alberta, Quebec, Ontario, New Brunswick and Nova Scotia. PHWFFC works in partnership with Operational Stress Injury Social Support Program, Integrated Personnel Support Centres, the Royal Canadian Legion, Soldier On, and Wounded Warriors Canada, fly fishing clubs and both local and regional sponsors to facilitate the program.

"This recent, innovative project can help our wounded soldiers on the road to recovery," explains Lieutenant-General Marquis Hainse, commander Canadian Army. "We are thankful for this program and its volunteers, who offer our soldiers an opportunity to look beyond their injuries while nurturing and building confidence in a new therapeutic hobby." ◆

SHINING A LIGHT ON ETHICS AT DND-CAF: **THE DEFENCE ETHICS SURVEY RETURNS**

Did you know that for almost 15 years the Defence Team has participated in a series of anonymous surveys measuring perceptions related to ethics in the workplace?

September will see the release of the 2014 Defence Ethics Survey (DES). Now on its fifth iteration, the DES will collect input from a random sample that is representative of the Defence Team personnel, including Reserves. Those chosen to participate will be notified this fall. This survey is scientifically rigorous and helps the organization understand its own strengths, weaknesses and evolving trends as they relate to the perceived ethical climate.

According to Dr. Deanna Messervey, the survey's lead designer at Director General Military Personnel Research and Analysis (DGMPRA), this 2014 edition will explore ethical climate, ethical risk, and perceptions of the organizational conditions that promote ethical behaviour. Survey results will also contribute to international research collaborations, potentially allowing DND to obtain even more insights from the results, while once more bringing visibility to Defence on the world stage in this research field.

This year's survey sponsored by the DFP, is also the most user-friendly ever. It will be possible to respond to it from any computer with Internet access (yet hard copy delivery will be available on request), and to print it out so respondents can reflect on the questions offline if they wish. It will also allow users to save a partially-completed survey if time constraints make it a challenge to finish it in one sitting.

If you are randomly selected to complete the survey, remember that every response matters. So, participants are asked to encourage their peers and subordinates to complete the survey if selected. Results will be communicated in the month following the completion of the survey.

Testing of New Field Kitchens sees them ready to FEED THE TROOPS

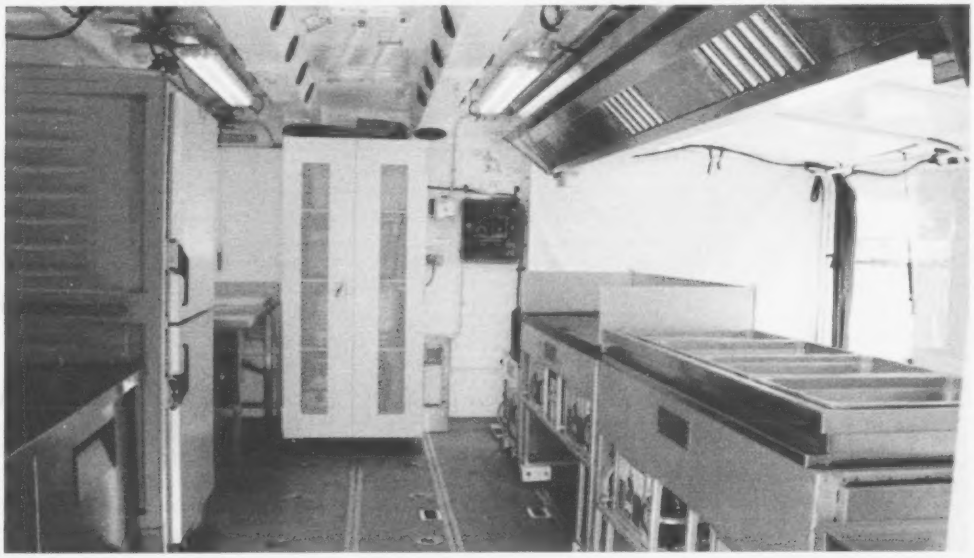


PHOTO: Vivier Lefebvre

A view of the mobile kitchen's interior centre alley where the cooks prepare food and serve the dinners. On the left is seen the cold food counter and a warming cabinet, and part of the food preparation table. At the rear, a cabinet for equipment, with a control panel for shelter equipment, and fire, smoke and CO alarms to the right. On the right, the steam tables and the grill, each with two burners below, and splash guards.

A new Army field kitchen, capable of feeding 250 people at a time, received one of the best reviews possible during its final trials at the Canadian Armed Forces (CAF) Connaught Range Primary Training Centre when Lieutenant-Colonel Julie Johnson, director, Food Services, said, "this kitchen looks like one designed by cooks!"

A team of CAF cooks from across Canada assembled and dismantled the 6.3 metre by 4.4 metre structure with ease several times, both for training and to help validate the manual. The team was led by Warrant Officer Stéphane Charron of D Food Services during this three-day event and included Leading Seaman Jonathan Dulude from Valcartier, Master Corporal Steven Moxham from Edmonton, MCpl Adrian McDonald from Petawawa, and MCpl Sandra Hargrove from Gagetown.

> *" It is an awesome sight to see this thing fully equipped and deployed."*
>
> *–WO Stéphane Charron*

This validation exercise was the final step before 35 kitchens are delivered to bases around the country in the fall of 2014.

The kitchen is housed in a standard shipping container with side wings that fold down, and it can be easily transported by truck or on a trailer. It is fitted with modern equipment, some of which was specifically designed to fit the small enclosed space and yet meets stringent requirements.

The unit takes approximately two hours to set up or tear down. The design has undergone successful noise and air quality testing, as well as testing for situations such a train collision or being dropped from a truck.

"It is an awesome sight to see this thing fully-equipped and deployed. I could not believe what the engineers put the kitchen through during testing. But that is the proof of durability," said WO Charron.

The field kitchen's 17.5 KW diesel generator powers a one cook pot station, a two-burner grill station, a two-burner steam table, and two ovens. Its layout provides for separate preparation, cooking and serving areas and accommodates stoves, running water, and generators.

"The elegance of the design lies in fitting all the equipment in a small space when the walls are closed for transport, then deploying the kit, and re-packing it the same way it was," said Daniel Hébert, project manager. "The packing sequence is crucial to securing the equipment to prevent damage during transport by trucks or by rail."

"But the real and only test that truly counts will come from field units when they start using this new kitchen," adds Mr. Hébert.

The new kitchen forms part of a larger project begun in June 2006 known as the medium support vehicle system (MSVS) project, which is providing the CAF with a fleet of logistics trucks for support during exercises and operations, getting people, equipment and supplies – including the kitchen – to where they are needed most. The first kitchen will be allocated to Garrison Petawawa.

The field kitchen is one of the 28 different variants of shelters that the MSVS project has started to distribute this year that will be used for a range of purposes including meteorological offices, command posts, unit medical stations, and workshops. ♣

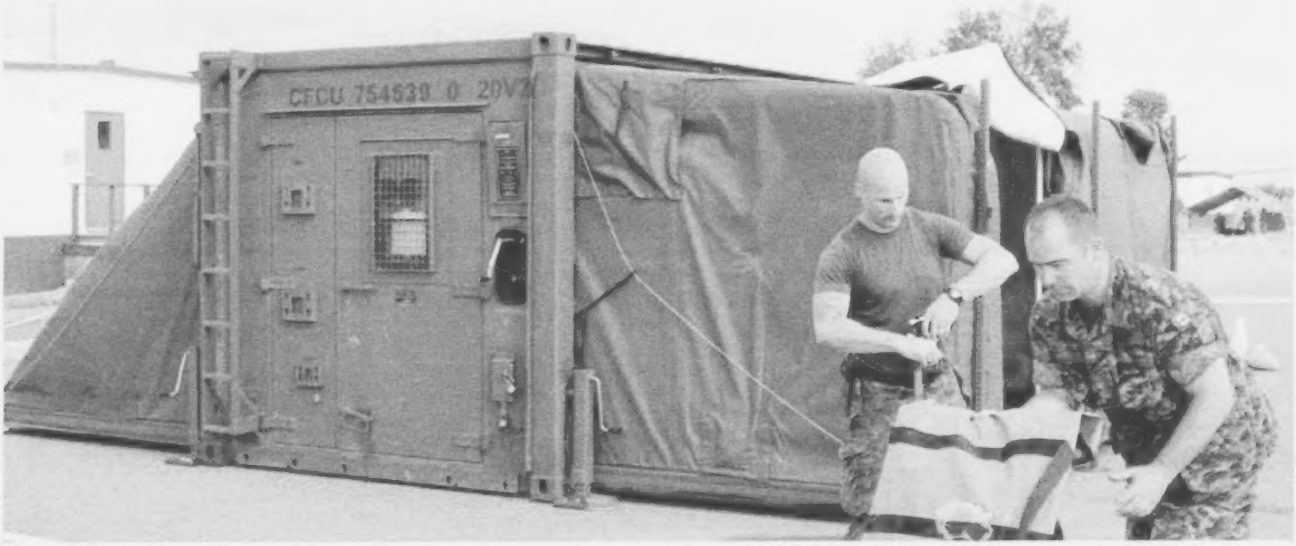


PHOTO: Vivier Lefebvre

MCpl Steven Moxham, 1st Field Ambulance, Edmonton, and WO Stéphane Charron, Directorate of Food Services, Ottawa, folding away equipment not required during shelter wing deployment.

RIMPAC 2014

"The Rim of the Pacific (RIMPAC) is the largest maritime exercise in the world and has taken place in and around the Hawaiian Islands since 1971. It brings together military forces from countries that have real estate or significant interest in the Pacific Ocean.

Working closely with me were Chileans, Australians, Americans, as well as staff from most of the 22 participating countries. It was a privilege to be the Maritime Component Commander for RIMPAC 2014.

It was an honour to work with these 22 countries' finest sons and daughters. They train hard, work shoulder to shoulder, and learn from each other. They know they will be better professionals due to what they have learned and experienced during RIMPAC. They also know this training will prove priceless when the call comes to deploy together anywhere in the world."

– RAdm Gilles Couturier, *Combined Forces Maritime Component Commander (CFMCC) of RIMPAC Exercise 2014.*

« L'exercice RIM OF THE PACIFIC (RIMPAC), le plus important exercice maritime du monde, a lieu autour de l'archipel d'Hawaï depuis 1971. Il réunit les forces militaires de pays qui ont des biens ou des intérêts dans l'océan Pacifique.

J'ai travaillé de près avec des Chiliens, des Australiens, des Américains ainsi que des membres d'états majors de la plupart des 22 pays participants. Ça a été pour moi un privilège d'avoir commandé la composante maritime du RIMPAC 2014.

C'était un honneur de travailler avec la crème de ces 22 pays. Ces gens s'entraînent très fort, travaillent côte à côte et apprennent les uns des autres. Ils savent qu'ils deviendront des professionnels chevronnés grâce à ce qu'ils ont appris et vécu durant le RIMPAC. Ils savent également que cet entraînement s'avérera très précieux lorsqu'ils seront appelés à participer ensemble à un déploiement n'importe où dans le monde. »

– Cam Gilles Couturier, *commandant de la composante maritime des forces multinationales (CCMFM) de l'exercice RIMPAC 2014.*

PHOTO: Sgt Matthew McGregor

Troops from 3 PPCLI and the US Marines, exit a US Marines CH-53 Super Stallion helicopter at Kahuku Training Area Hawaii for non-combatant evacuation operation training.

Des troupes du 3 PPCLI et des Marines des États Unis, débarquent d'un hélicoptère CH 53 Super Stallion des Marines à la zone d'entrainement de Kahuku, à Hawaï pour un entrainement d'évacuation de non-combattants.

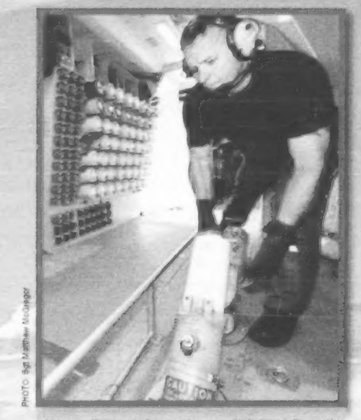


PHOTO: Sgt Matthew McGregor

Airborne Electronic Sensor Operator, WO Chuck Paquette checks a sonobuoy's continuity aboard a RCAF CP-140M Aurora before the plane departs on a training mission from Marine Corps Base Hawaii.

L'Adj Chuck Paquette, opérateur de détecteurs électroniques aéroportés, vérifie la continuité d'une bouée acoustique à bord d'un CP 140M Aurora de l'ARC avant que l'aéronef décolle sur une mission d'entrainement de la Marine Corps Base Hawaii.

PHOTO: Sgt Matthew McGregor

Avionics Systems Technician, Pte Francis Adam checks the fuel and liquid oxygen states on a CF-18 Hornet at Joint Base Pearl Harbor-Hickam, Hawaii.

Le soldat Francis Adams, technicien en avionique, vérifie les niveaux de carburant et d'oxygène liquide d'un CF 18 Hornet de l'ARC à la base interarmée Pearl Harbor Hickam.

PHOTO: Sgt Matthew McGregor

US Navy Hospital Corpsman 1st Class Sharmee Anderson checks the blood pressure of a mock evacuee at Kahuku Training Area Hawaii for NEO training.

L'adjoint médical de 1re classe Sharmee Anderson, de la Marine des États-Unis, prend la tension artérielle d'un évacué simulé à la zone d'entrainement de Kahuku, à Hawaï.

PHOTO: Mahut Scott

Combined Forces Maritime Component Commander of RIMPAC Exercise 2014 Canadian RAdm Gilles Couturier speaks with Cmdr Joel Stewart, commanding officer of the San Antonio-class amphibious transport dock ship USS *Anchorage* (LPD 23), while underway off the coast of San Diego.

Le Cam Gilles Couturier, commandant de la composante maritime des forces multinationales de l'exercice RIMPAC 2014, discute avec le Capf Joel Stewart, commandant du navire-ponton de transport amphibie USS *Anchorage* (LPD 23), en transit, au large de la côte de San Diego.

PHOTO: Sgt Matthew McGregor

HMCS *Calgary* Bridge Watch Keeper, SLt Sonja Maul-Wilson completes paperwork prior to the ship leaving Pearl Harbor for a Missile Exercise.

Ens 1 Sonja Maul Wilson, gardienne de quart à la passerelle du NCSM *Calgary*, prépare des documents avant le départ du navire de Pearl Harbor, en vue de participer à un exercice de tir de missile.

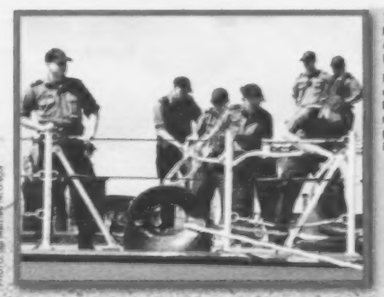


PHOTO: Sgt Matthew McGregor

The ship's company secures lines aboard HMCS *Calgary* as the ship departs Pearl Harbor for a missile exercise.

L'équipage du navire fixe des cordages à bord du NCSM *Calgary*, alors que le navire quitte Pearl Harbour pour participer à un exercice de missiles.

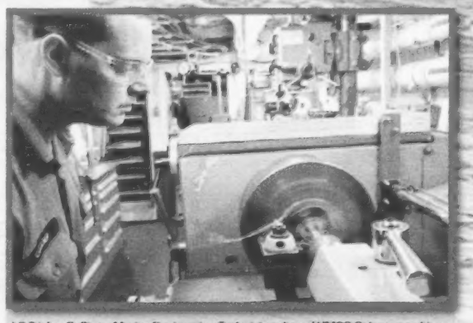


PHOTO: Sgt Matthew McGregor

LS Tristan Collier, a Marine Engineering Technician aboard HMCS *Calgary* machines a piece of aluminum using the ship's lathe.

Le Mat 1 Tristan Collier, un technicien de mécanique navale à bord du NCSM *Calgary*, usine une pièce d'aluminium à l'aide du tour du navire.